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CAREER SERVICE PANEL
Minutes of the Meeting
13 September 1971

Attendees:

25X1A9A

[redacted]

Chairman

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[redacted]

Joined the meeting at 1015 hours)

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[redacted]

Recording Secretary

Absentees:

25X1A9A

[redacted]

(Attending Federal Executive Institute)

1. The meeting was called to order at 1005 hours by the Chairman.
2. There were no additions to the agenda for 13 September 1971.
3. Minutes for 2 August 1971 were approved by the CSP members present.

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4. [redacted] reported on the following:

PROMOTIONS:

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[redacted]

, An/ORD, GS-11 to GS-12 on 8 August 1971

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[redacted]

RP/ORD, GS-13 to GS-14 on 8 August 1971

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(ORD/Library)

from GS-10 to GS-11 approved by Mr. Chapman but caught in freeeze

[redacted]

GS-14 to GS-15 caught in freeze (BSD/ORD)

ADDITIONS:

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[redacted]

to Support Staff/ORD on 30 August 1971. GS-13, step 2.

Clerk Typist, to An/ORD on 9 August 1971. GS-4 .

25X1A9A REASSIGNMENTS OUT OF ORD:

[redacted]

GS-14, Business Acct., PMS/ORD to ICAD, California on 8 August 1971
Supply Asst., GS-7 to OL on 16 August 1971

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[redacted]

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GROUP 1
Excluded from automatic
downgrading and
declassification

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4. (Continued)

TDY ASSIGNMENTS TO OSA:

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Physical Scientist - Res., GS-14, SPG/ORD
 Physical Scientist - Res., GS-15, SPG/ORD
 Physical Scientist - Res., GS-14, SPG/ORD

RESIGNATIONS:

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Physical Scientist - Res., GS-14, AP/ORD on 27 August 1971 from LWOP
 Secretary Steno, GS-6, PMS/ORD on 17 September 1971 from
 LWOP/Maternity

TRAINING:

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has been approved for the Midcareer Executive Development Course -
 25 September - 5 November 1971

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Physical Scientist - Res., GS-13, AP/ORD has been granted
 permission to attend University of Maryland on a full-time basis.

TRAINING NOTICES TO COME:

National Institute of Public Affairs and CSC Career Education Awards
 (Usually comes in October). No nominees last year.

Education Program in Systematic Analysis (Usually comes in October or
 November) CSC. No nominees last year.

PAY RAISES:

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reported that while the Government freeze on pay raises doesn't
 affect promotions, there is a promotion freeze put on by the DCI which
 will last for 30 days or until further notice.

PROMOTIONS:

Statement of intent to promote GS-12s should be made in October.

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5. made an early statement of intent to promote
 from GS-12 to GS-13 at this time.

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6. In absence, reported to the Panel on the
 Career Development Program. He read Interim Report of the
 Special Committee on Career Development to the Chairman, CSP which had
 not been sent to the CSP members. (A copy of this memorandum is attached
 to the minutes.) told the Panel that in accordance with
 memorandum, he had talked to two of his employees in order to
 start working out a career development plan. He had selected
 and as representatives of one young professional and
 one professional who had been with the Agency for some time. said he did this in order to make comparisons on what they deemed important
 in their career development.

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6. (Continued)

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RP has lined up what he wants to do over the next three years. He would like to aim his training towards his doctorate work. This type of plan seems suited for people under 30 years of age. He would like to continue to discuss his plans with the Division Chief. He doesn't feel that he can make definite plans more than three years in the future. The two or three-year plan would be most useful for him.

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[] doesn't want to plan ahead too far in advance, and he wants his plan to be on a broad scope rather than a specific plan. He isn't sure what he wants to do 10 years from now. A five-year plan seems to be agreeable. He wants to go into management. He would like an assignment with OPPB and OEL in order that he might be better equipped to contribute to the output of the R&D program. He would like a clear option of coming back to ORD. He feels he would be a more effective manager at a higher grade level rather than if he remained as a project officer. As training to achieve his goals, [] would rather go into management courses. He would like to confine his technical courses to short or one-week sessions. [] points out that there is a problem of technical obsolescence. Many new people coming in on technical work are more equipped to handle technical problems. [] would like to have his career plan in writing.

7. [] reported that he had talked to three of his employees. Two were GS-13s or below; the other man was on a higher grade level.

GS-13s and below (AP/ORD):

Had a different outlook than RP/ORD. They felt their work was extremely important and valuable to them, and they were learning on their job. They felt growth was ahead for them. They were happy with training such as assignment of jobs, briefings, and working with contractors. The only thing they have asked for is the right to go to certain technical seminars, and one individual asked for permission to take some graduate study. It was significantly different from the view of the GS-15.

GS-15 (AP/ORD):

He felt he had run up against a headroom problem. Would like a way to rotate on a periodic basis out of DD/S&T. He felt this would make his job more stimulating.

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In summary, [] felt the younger people are happy doing their job and looking just a few years ahead - perhaps five. The higher grade level man is concerned with advancement. [] felt that rotation capability would broaden and give these people more challenge.

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8. [] stated that since [] will be gone until 26 October 1971, it might be advisable for the CSP members to inform their people that the CSP has two different career planning problems: one for GS-13s and below; and one for grades above GS-13.

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9. [] asked that [] report be circulated to all CSP members, and comments and inputs from each division be sent to [] before the October meeting. A draft of an ORD Career Development Program should be submitted by [] Panel by the November CSP meeting.

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10. Discussion on Career Development items:

- a. Need for a formal training system for technical people to keep them from becoming obsolete.
- b. Technical people do not have to become managers to succeed.
- c. Need to define the dual track: Managers and Technical people.
- d. Selection process of potential management candidates which the present management would consider for their replacement.
- e. Providing opportunities for ORD people to become experts in certain areas.
- f. Tagging people to become experts in the areas of importance to ORD.
- g. Define the basic development routes, goals and needs for ORD.
- h. Establish needed disciplines for ORD and the Agency.
- i. Three groups of professional people in ORD:
 - (1) Branch Chief
 - (2) Program Managers
 - (3) New men, out of school, working with program managers.
- j. Seek an approach for people to receive some credit for doing their job.
- k. Purpose of Career Development Plan is to define guidelines to Management. The Division Chief is responsible for achieving the purpose of the Plan. Every Division Chief uses a different technique.

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10. (Continued)

l. Have a unified progression through which ORD people can move upward. It could be administered in any style by the Division Chief. It would provide the ORD employee with a way to get ahead as standard throughout the office.

m. Series of operations as guidelines wouldn't promise that each employee is going to have this progression. There is practically no pattern within ORD. D/ORD thinks this is good. If ORD had a real rigid system, we would have no need for division chiefs. If we had program managers, we wouldn't need division chiefs. Time has shown that this is not a wise idea.

n. Employee doesn't know the options that are open to them.

o. ORD employees are attached to their Division, rather than the Office.

25X1A9A 11. [] moved that assignments for competitive evaluation be made for:

- a. Period of six months;
- b. Rotation for new assignments be given at the end of that time so that there won't be a continuing relationship;
- c. That these assignments not be announced or otherwise publicized.

25X1A9A [] seconded the motion.

25X1A9A 12. [] moved that [] motion be amended and
25X1A9A that assignments for competitive evaluation be made for a period of one month. [] seconded the amendment. Two members voted in favor of the amendment; six members opposed the action. Amendment not passed.

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25X1A9A 13. [] moved that [] motion be amended and
25X1A9A that assignments for competitive evaluation be made for:

- a. Period of two months;
- b. Rotation for new assignments be given at the proper intervals so that there won't be a continuing relationship;
- c. That these assignments not be announced or otherwise publicized.

25X1A9A [] seconded the amendment. Three members voted in favor of the amendment; five members opposed the action. Amendment not passed.

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14. The CSP then acted on the original motion of [] as follows:

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[] moved that assignments for competitive evaluation be made for:

- a. Period of six months;
- b. Rotation for new assignments be given at the end of that time so that there won't be a continuing relationship;
- c. That these assignments not be announced or otherwise publicized.

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[] had seconded the motion. Five members voted in favor of the motion; three members opposed the action. Motion carried.

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15. [] was asked to phase in now for the first 6-months assignments for competitive evaluation.

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16. [] asked the CSP members to use the format [] circulated on Messrs. [] for the five-year review. He asked that they circulate these comments before the meeting so that the members will come to the meeting prepared for discussion.

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17. Review of GS-14s in grade for five years was made as follows:

[]

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There has been no particular change in [] performance. [] will work well if given a specific goal. He does not expand programs to include all parameters, etc. He has the technical ability but apparently lacks motivation and/or the ability to apply himself without excessive outside direction. [] added that his experience with [] in early RP days was that he had difficulty in defining the major technical decision which had to be made during pursuit of the goals of a program. His forte was technical monitoring of individual tasks; his problem was relating this activity to the big picture and making the necessary "go" and "no-go" decisions. It seems he still has the same problems now. [] reported that [] is working with his division at this time and doing a good job.

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[]
In reviewing directions for further career development for [] it is clear that he has strong technical abilities and competence which are very much needed in several components of the Agency. He is especially knowledgeable in the area of small computer programming and application as

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17. (Continued)

(Continued)

it is concerned with communications and analog signal processes. Offices such as OCS, CRS, FBIS, and OEL, particularly, need help in this area. We have felt that OCS would probably be the best area for [] to exercise his talents so discussion aimed at rotating him to OCS were begun some weeks ago. These discussions have now progressed to the point where agreement has been reached and paperwork has been initiated to transfer [] to OCS for a one-year period beginning 28 September 1971 and, in return, OCS will provide a suitable individual for [] staff who can assist on digital and analog programming. A review of [] performance and achievements, after he has been on the OCS tour, will provide a basis for further recommendations.

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In our review of [] career development options, he clearly has abilities and inclinations which place him in a technical rather than a management line for the future. At this time, he is particularly active and making very significant contributions in the image data processing area which is a very rapidly developing field. In our view, [] has most attractive opportunities to progress in his presently assigned area. He is at present supervising most important work concerned with the development of an image data processing language which is essential in many of the interactive digital processes for manipulating, transforming, and interpreting image data. We believe [] shows every prospect of significant achievement in this area. He is capable of attaining a GS-15 level but how soon this can be considered will depend upon the outcome of his present activities. As part of the planned program, he will be participating in seminars on the specifics of his task assignments, he will be presenting technical papers in his area, he will attend courses which are available at schools such as MIT and University of Michigan which relate to his problem area.

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18. Current summary of the status of [] was made by [] as follows:

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[] has been gradually assuming a position of increased importance within the IPRD Hybrid Laboratory. Working primarily under the laboratory chief he has responsibility for the supervision of contractor maintenance and the procurement of all support items. Maintaining adequate documentation, maintenance schedules, and spare parts has become a major task as the laboratory expands in both number and complexity of equipment. [] has prime responsibility in all of these areas. [] is continuing to give an excellent and strong performance on all his assignments. As part of a technical education program, [] has been sent to

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18. (Continued)

25X1A9A maintenance courses on the EAI 8800 analog computer and the DEC PDP-11. As [] workload is decreased through the use of external maintenance contracts, he will spend additional time in improving his programming ability as well as engaging in logical design. As the digital system is upgraded to a PDP-15, it is expected that [] will be sent to a maintenance course for that machine. He has been encouraged to take a correspondence course in logical design. It is expected that [] responsibilities and capabilities will enable him in the future to progress to a GS-12 position.

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25X1A9A 19. [] raised the question covering review of ORD people.

25X1A9A 20. [] postponed a discussion on the adequacy of ORD career review techniques until 4 October 1971.

25X1A9A 21. [] stated that at the last CSP meeting discussion was held on [] and that members who had advice or suggestions on this case were to contact him. No one has been in touch with him. The Chairman stated that this case should be the concern of the Office of D/ORD and []

25X1A9A 22. [] stated coordination of Optics, AP, and SPG with RP/ORD on the [] program was a great success and an example of the use of ORD technical experts working together.

23. The next meeting of the CSP was scheduled for 4 October 1971.

24. Meeting adjourned at 1210 hours.

25X1A9A []
Executive Secretary
Career Service Panel/ORD

APPROVED:

25X1A9A []
Chairman
CSP/ORD